



**FY 2014**

**Cook County Juvenile Temporary Detention  
Center**

**Briefing**

**OFFICE OF THE TRANSITIONAL  
ADMINISTRATOR**

Cook County Juvenile Temporary Detention Center  
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## MISSION

*To provide **LEADERSHIP**, structured care and supervision to youth in our temporary custody through a “Balanced” approach of creative programs and services, which teach responsibility, accountability and sensitivity to oneself, family and community.*

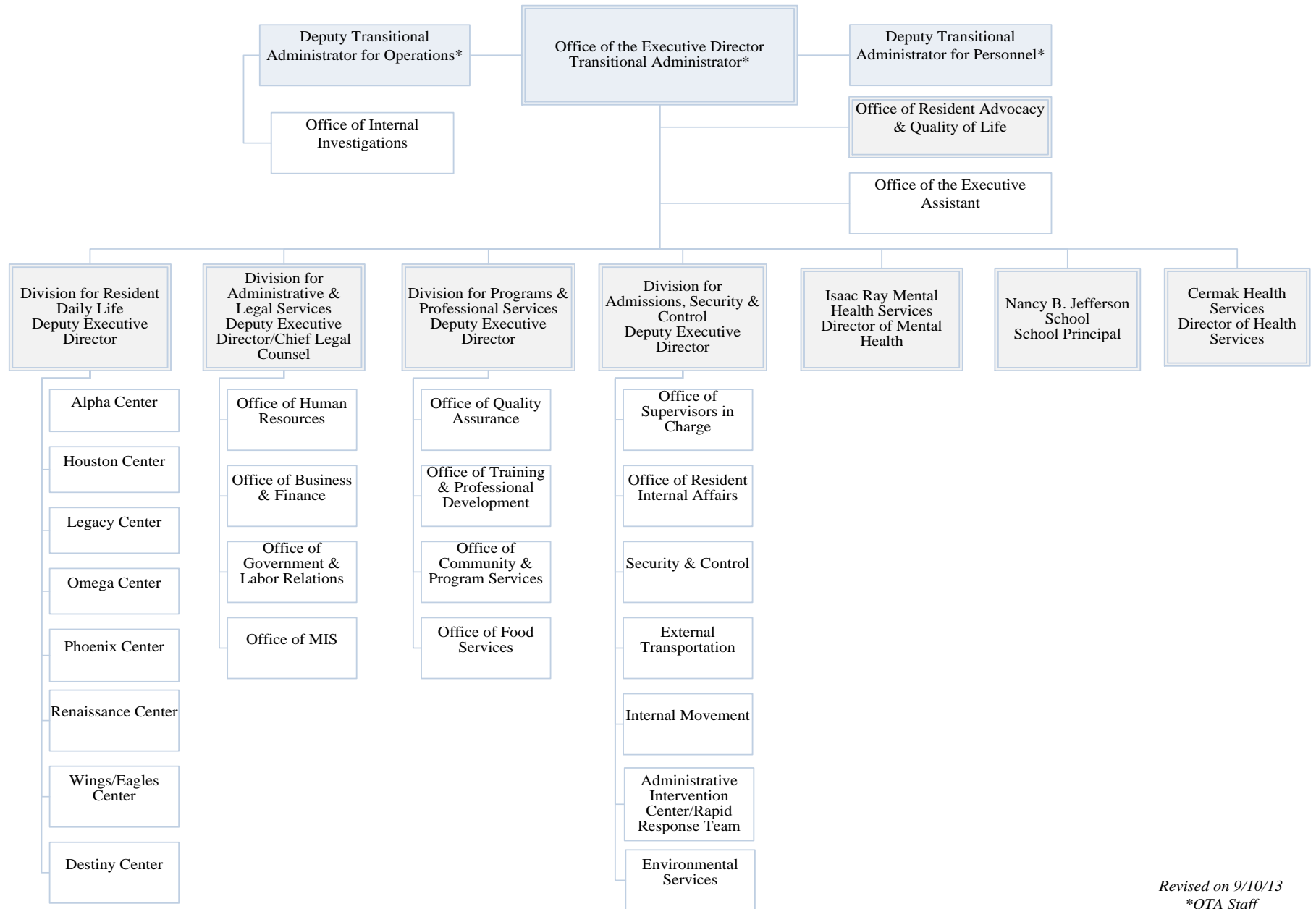


## GOALS

To provide a **HEALTHY** and **HELPFUL** environment for youth in compliance with state licensure regulations and nationally recognized “BEST PRACTICES”.

- ❖ Ensure a **SAFE** environment through structured supervision and care.
- ❖ Promote the physical, psychological and educational **GROWTH** and **DEVELOPMENT** of youth placed in our temporary custody.
- ❖ Integrate community and volunteer **INVOLVEMENT** to enhance programs and services.
- ❖ Promote a positive work environment that embraces **TEAM** principles where staff and volunteers support and encourage one another.
- ❖ Enhance staff's **PRIDE** in their work by recognizing accomplishments and providing developmental opportunities.

# Cook County - Juvenile Temporary Detention Center



Revised on 9/10/13  
\*OTA Staff

## JTDC History



Dedicated on August 7, 1907, the three story Chicago Juvenile Court building at 202 Ewing Street in Chicago was the first of its kind in the nation, providing detention housing for 53 delinquent boys, as well as housing for 50 dependent boys and girls.

In 1973, a five-story facility was completed and named the Cook County Juvenile Temporary Detention Center (JTDC). The facility has 30 separate housing pods each accommodating 16 to 18 residents with a total capacity of 498 residents.

In 1999, the ACLU filed a class action lawsuit, *Doe v. Cook County*: No 99 C 3945, regarding inadequate conditions of confinement at the JTDC. After a series of federal court orders, including the Memorandum of Agreement (MOA), the Agreed Supplemental Order (ASO), and the Modified Implementation Plan (MIP), Cook County entered into a settlement agreement in the lawsuit.

In 2007, the Illinois Legislature passed Public Act 095-0194 (House Bill 236) allowing for the administrative control of the JTDC from the Cook County Board to the Chief Judge of the Circuit Court of Cook County, effective January 1, 2008.

On August 14, 2007 the U S District Court, Northern District of Illinois appointed a Transitional Administrator (TA). The Office of the Transitional Administrator (OTA) was created to bring the JTDC into substantial compliance with the aforementioned court orders while fostering an efficient and orderly transition of administrative and operational authority to the Circuit Court of Cook County - Office of the Chief Judge. On June 23, 2010 the United States District Court, Northern District of Illinois, approved the "proposed staffing plan" for the JTDC. The Court upheld the TA's hiring plan proposed in the Second Report of the Transitional Administrator dated May 8, 2008.

Currently there is an appeal pending in the 7th Circuit, filed by Teamsters Local 700, that challenges the August 14, 2007 order appointing the Transitional Administrator and specifically objecting to the "Staffing Plan."

## Staffing Plan Chronology

- October 9, 2009, a Staffing Plan was submitted to the Court by the Transitional Administrator as a part of the “Second Report of the Transitional Administrator Pursuant to the Court’s May 8, 2008 Order.” Detailed were the proposed Staffing Plan for the veteran JTDC staff in the classifications of Juvenile Detention Counselors (JDC), Recreation Workers, and Supervisors.
- June 23, 2010, the Staffing Plan as proposed by the Transitional Administrator was approved by the Federal Court.
- June 25, 2010, the Transitional Administrator issued a bulletin to all staff apprising them of the Court’s ruling.
- Between September 8, 2010 and September 15, 2010 several optional informational sessions were held for affected staff to discuss the transition of the JTDC, provide sample resume and cover letters, and to provide a context for the JTDC’s current approach towards resident behavior modification. Unfortunately, a very small number of affected staff elected to participate. Finally, the Transitional Administrator scheduled mandatory informational meetings in order to ensure affected staff understood the requirements.
- October 13, 2010, a bulletin was issued to impacted staff notifying them of the process to retain employment in the new classifications as outlined in the Transitional Administrator’s “Second Report” to the Court.
- The Staffing Plan as filed in Federal Court required the affected staff to: 1) apply online and fill out an application through CareerBuilder’s website, 2) participate in an extensive telephone screen, 3) take the IMPACT and/or PROMOTE test one time, 4) interview with a panel of interviewers which required a written component as well as extensive interview questionnaire, 5) successfully complete an extensive background check. This process essentially mirrored the requirements set forth for all new hires.
- As filed in the Federal Court, the testing instrument known as the IMPACT test required affected staff to obtain no less than 70% in the Human Relations and 70% in the Reading portions, as well as be in the overall 50<sup>th</sup> percentile. The PROMOTE test, for those seeking supervisory positions required affected staff to obtain no less than a 66% score.
- Prior to the process being implemented, the Transitional Administrator made several adjustments to the Staffing Plan in order to give affected staff every opportunity to succeed: 1) affected staff would submit a cover letter and resume to one of the recruiters instead of applying online and filling out the lengthy on-line application, 2) the telephone screen consisted of five objective questions instead of the fifteen minute intense phone screen, 3) provide two opportunities to take the IMPACT and PROMOTE tests, 4) eliminate the 50<sup>th</sup> percentile requirement, 5) the written portion of the interview tool was eliminated, 6) the interview questionnaire was simplified and shortened.
- May 10, 2011 Status: Of the 202 affected employees; fourteen (14) employees retired, seven (7) resigned, ten (10) employees were terminated for cause, one (1) is deceased, one (1) is on military leave, and nine (9) did not complete the process.
- Of the affected staff who tested: 121 passed and 56 failed. Those who failed had an opportunity to retest.
- All testing was completed by March 2011. Affected staff who completed the process, were selected to be a part of two “new” Centers (Legacy and Omega)
- On August 2, 2011, JTDC and Teamsters jointly held a “college fair” in which 9 (nine) nationally accredited colleges participated. The goal for JTDC was to assist staff in identifying colleges that meet the Administrative Offices of the Illinois Courts (AOIC) criteria.
- March, 2012: Test results were communicated to those employees who were allowed to test for the second time. Of the employees who retested, over half passed on the second opportunity. Those employees that did not pass the test were allowed to test for the 3<sup>rd</sup> time.
- June, 2012: Test results were communicated to those employees who were allowed to test for the third time. After the third testing opportunity, nine (9) employees were terminated and three (3) employees were demoted to lower positions. A panel interviewed those employees that passed the test and employees were assigned to appropriate positions.

## 2013 Major Accomplishments

1. The OTA continued preparing for an orderly transfer of leadership to a new Executive Director in compliance with federal court orders under the direction of the Office of the Chief Judge (OCJ) of the Cook County Circuit Court.
2. The JTDC has established a Prison Rape Elimination Act (PREA) Committee to comply with the Federal PREA Standards. This committee, which holds bi-weekly meetings, has developed and implemented systems and processes to ensure that the JTDC complies with all PREA Federal standards.
3. Cermak Health Services received NCCHC Accreditation.
4. Exceeded the 80% compliance rate in responding within the 4-hour window for resident due process hearings goal.
5. Improved reporting of resident grievances, population statistics, and due process.
6. Received approval for the Token Economy policy and enhanced behavior modification systems for residents.
7. Reorganized the operational programming for the Omega Center for the Automatic Transfers.
8. Environmental Services received high audit ratings for building upkeep.
9. Retired the internet ID and password internet authentication system, thus giving us the ability to control the level of web content authorization per user. This project also has ensured faster internet data line, and improved the performance of the JTDC network.
10. Implemented MAYSI Workstations in the admission PODs in the appropriate enclosures.
11. Completed 75% of computer enclosure installations on all of the PODS for YDS use, requiring the coordination of multiple internal and external Cook County departments.
12. Implemented international calling from two secured telephones in the JTDC for residents or authorized staff needing to call legal guardians outside of the USA.
13. The Mental Health Service (Isaac Ray Center) received accreditation from the National Commission on Correctional Health Care (NCCHC).
14. The Isaac Ray Center also reinstated the “Bridge Program”, which provides transitional mental health services for JTDC residents with identified mental health needs who are being released back into their communities.
15. The Isaac Ray Center Psychology Post-Doctoral Program is now active and is training two psychology fellows who have received their doctorate degrees from Chicago schools.
16. Enlisted the services of suicide prevention expert, Lindsay M. Hayes who visited the JTDC and reviewed the suicide prevention policy and procedure along with the IRC linkage program in order to assist with development of best practice models in both areas.
17. Initiated capital projects, such as reinforcing ceiling tiles in resident bedrooms, a 700+ digital camera system for 24x7 monitoring, and a wireless handheld system for conducting checks and reporting purposes.
18. Developed RFP for new Resident and Management Information System.
19. Established the resident advisory board.
20. Established line staff committee to improve working conditions for staff.
21. Established strategic planning for on-lining the 9<sup>th</sup> center early 2014.

22. Established executive workgroup to review and continue to work towards substantial compliance with the federal court orders in *Doe*.
23. Hired a full-time dietician who will work on developing healthy menus and choices for all JTDC residents, special medically-ordered diets, and educating residents regarding healthy nutrition.
24. Received a \$10,000 grant for arts-related programming from the Chicago Community Trust. These funds were utilized for various special programs for JTDC residents and their families, including a Summer Resource Fair, Black History Month Programs, Latino Heritage Month Programs, and poetry workshops for residents. The Summer Resource Fair provided the family members of JTDC residents with linkages to a variety of summer programs from twenty-five organizations, including the SAFER

Foundation, YMCA of Englewood, Metro Family Services, and the Better Boys Foundation.

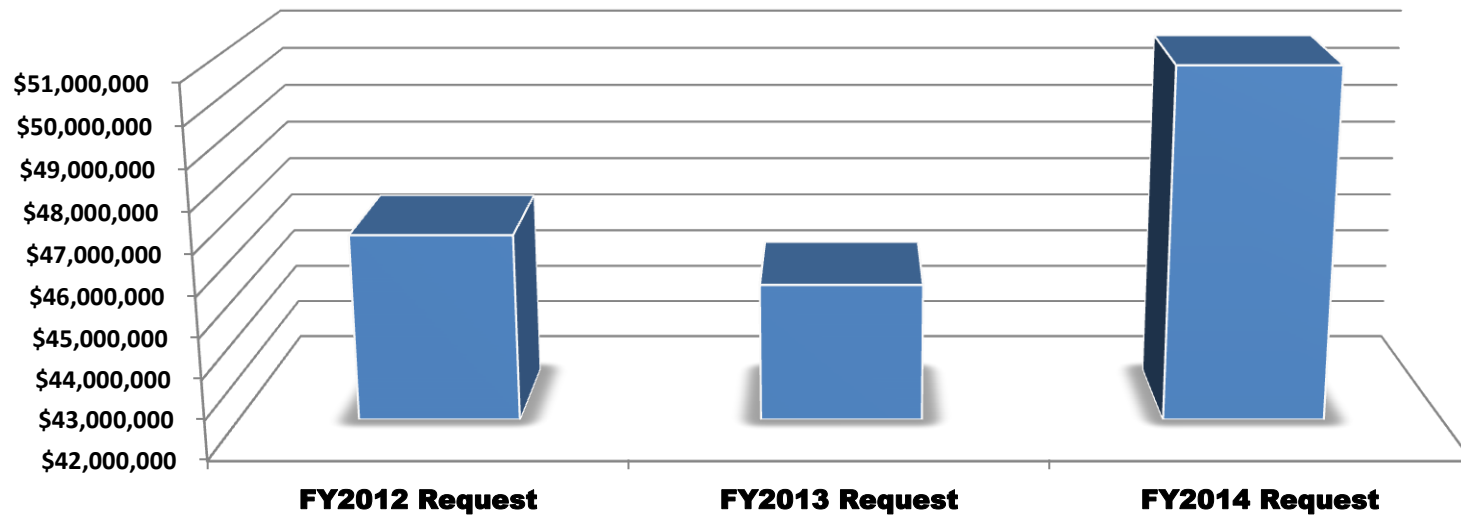
25. Provided extensive programming for residents during Black History Month and Latino Heritage Month, including guest speakers, workshops, and a play.
26. Developed and implemented an urban garden, the “Karma Garden”, in cooperation with the Nancy B. Jefferson School staff and the University of Illinois Extension. Vegetables that were grown in the Karma garden were donated to a local shelter.
27. Participated in developing business rules in anticipation of the new Resident Management Information System.



## Budget Request

The impact of legislation requiring 17 year-old juveniles charged with felony offenses to be housed at the Juvenile Temporary Detention Center has resulted in significant adjustments in the 2014 JTDC's budget request to facilitate the functional operating capacity of 382 residents.

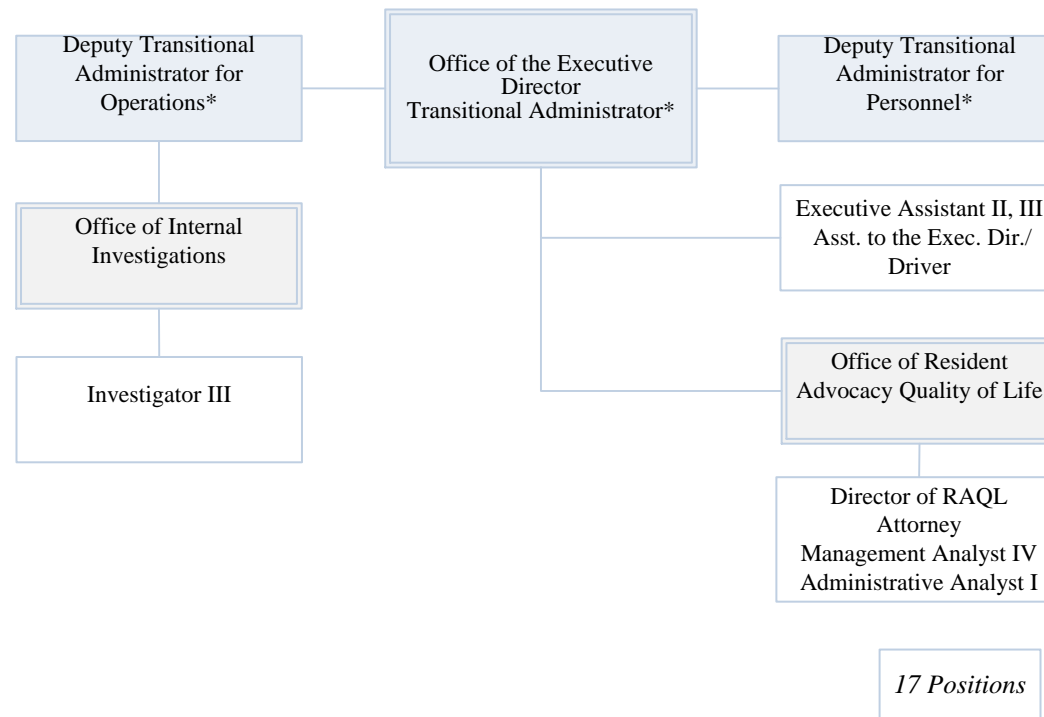
### JTDC Appropriation Request 2012-2014



	FY2012 Request	FY2013 Request	FY2014 Request
Total Operating Budget	\$46,694,593	\$45,448,413	\$50,842,085

## Office of the Executive Director/Transitional Administrator

The Executive Director is responsible for the effective management of the facility's operations, personnel, and programs. The Executive Director oversees the entire operation which includes four divisions, one department and three providers: Division for Resident Daily Life, Division for Admissions, Security and Control, Division for Programs and Professional Services, Division for Administrative and Legal Services, and the Department of Resident Advocacy and Quality of Life. Providers include Nancy B. Jefferson (school), Cermak Health Services (medical), and Isaac Ray Center (mental health).

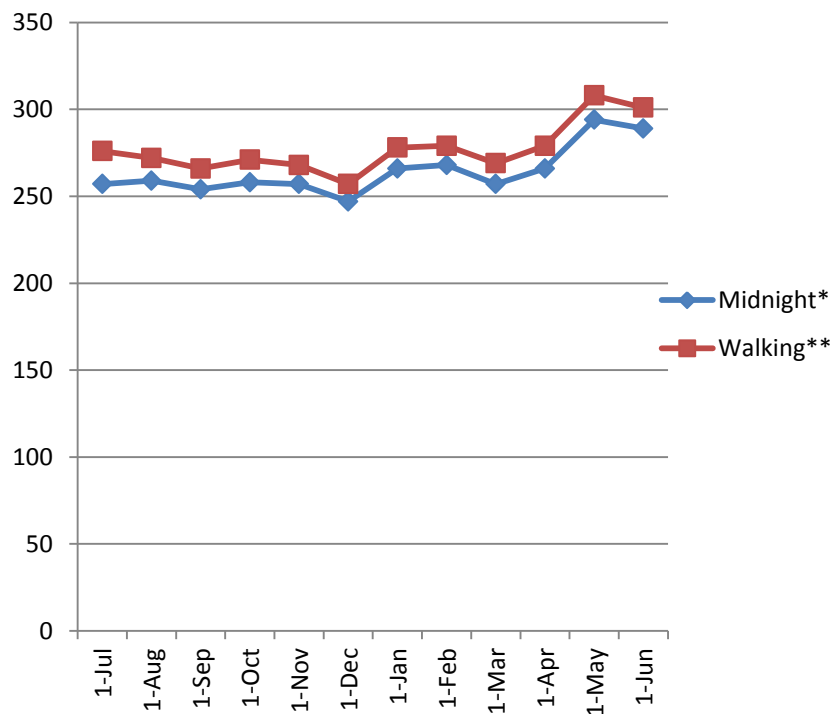


**\*FY 14 Budget Requested FTE 26**

## Office of Resident Advocacy & Quality of Life Resident Population Statistics

**Office of Resident Advocacy & Quality of Life:** Facilitates the following: 1) Development, preparation and analysis of reports/data related to resident Court activity, 2) Serves as the JTDC liaison to the juvenile and adult court on matters related to residents and facility operations, 3) Monitors all activity related to resident Grievances for compliance, 4) Hearing Officer for resident Discipline/ Due Process, 5) Establishes the protocols and measures the effectiveness of resident programs and services, 6) Monitors the integration of resident classification, mental health and health services, 7) Monitors and serves as a liaison for all residents temporarily placed in psychiatric setting.

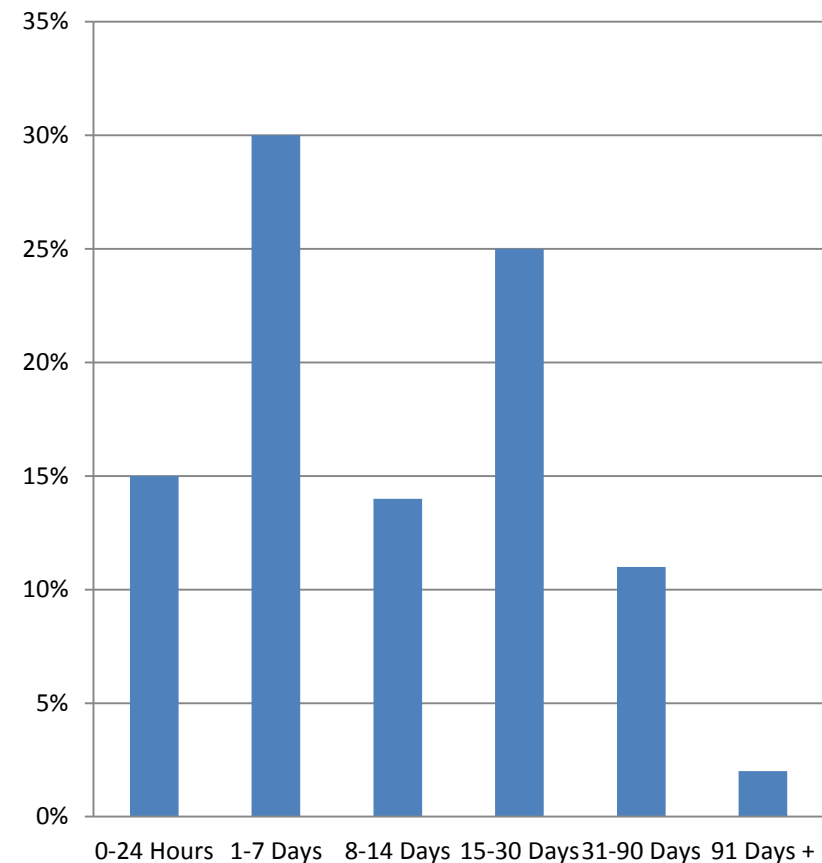
### Average Daily Population (July 2012 - June 2013)



\*Midnight = Number of residents who spent the night at the JTDC.

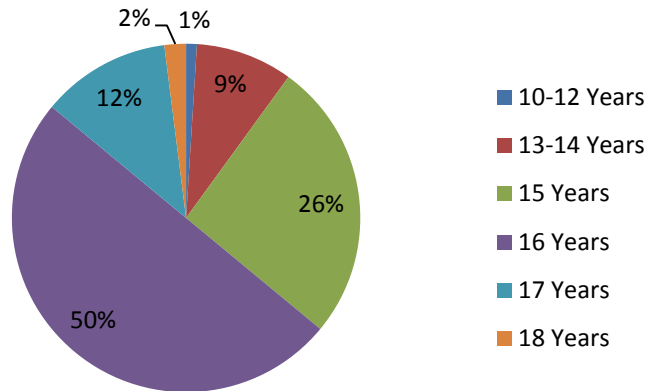
\*\*Walking = Midnight "+" releases from the previous day.

### Average Length of Stay (July 1, 2012 - June 30, 2013)



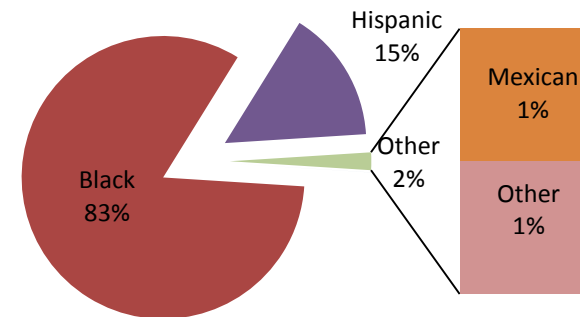
### Average Resident Population By Age

(July 2012 - June 2013)



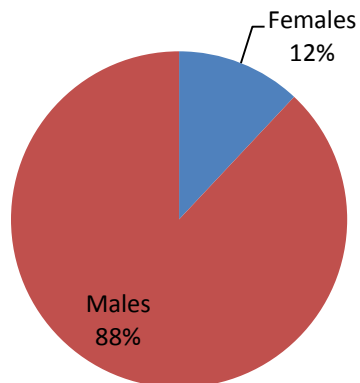
### Average Resident Population by Ethnicity

(July 2012 – June 2013)



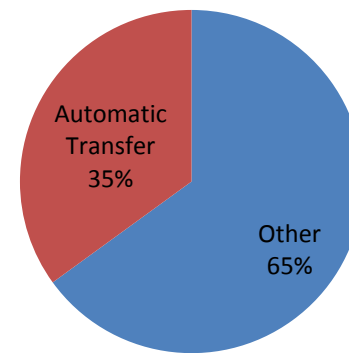
### Average Percentage Males vs. Females

July 2012 - June 2013

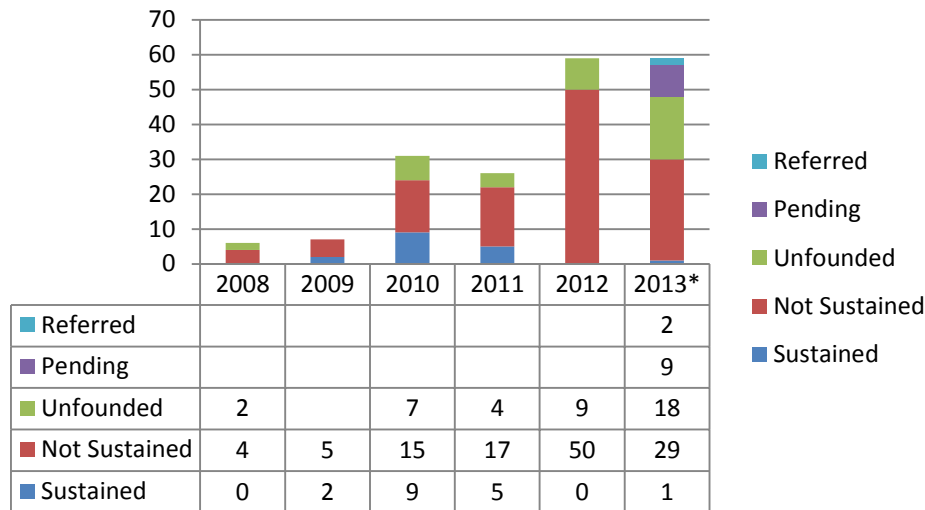


### Automatic Transfers

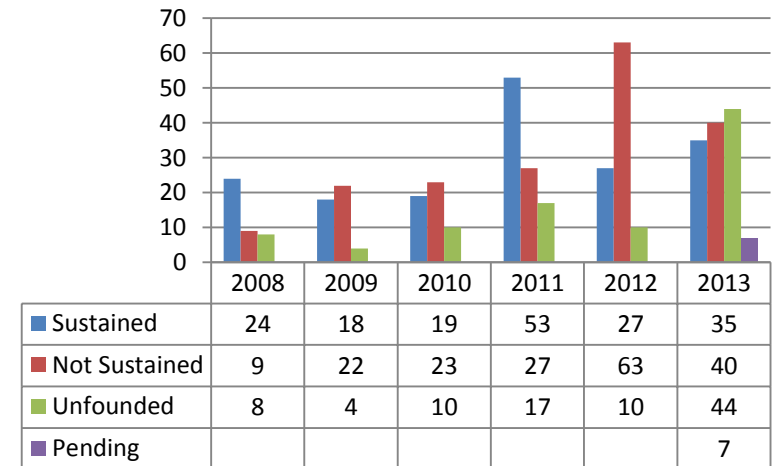
(as of June 2013)



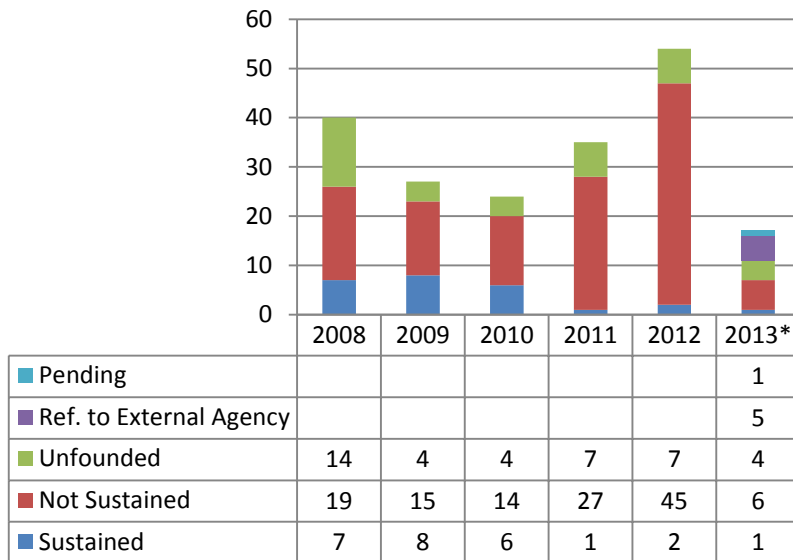
## Use of Force Allegations



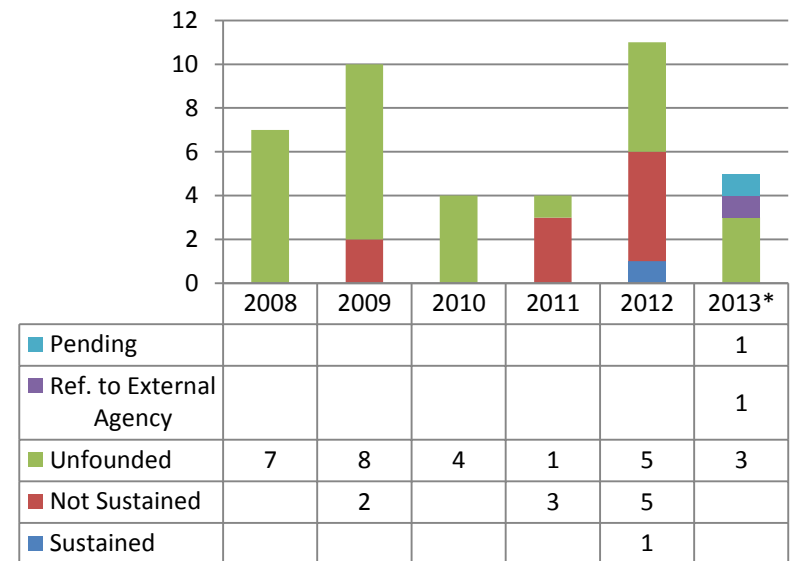
## Employee Misconduct Allegations



## Physical Abuse Allegations

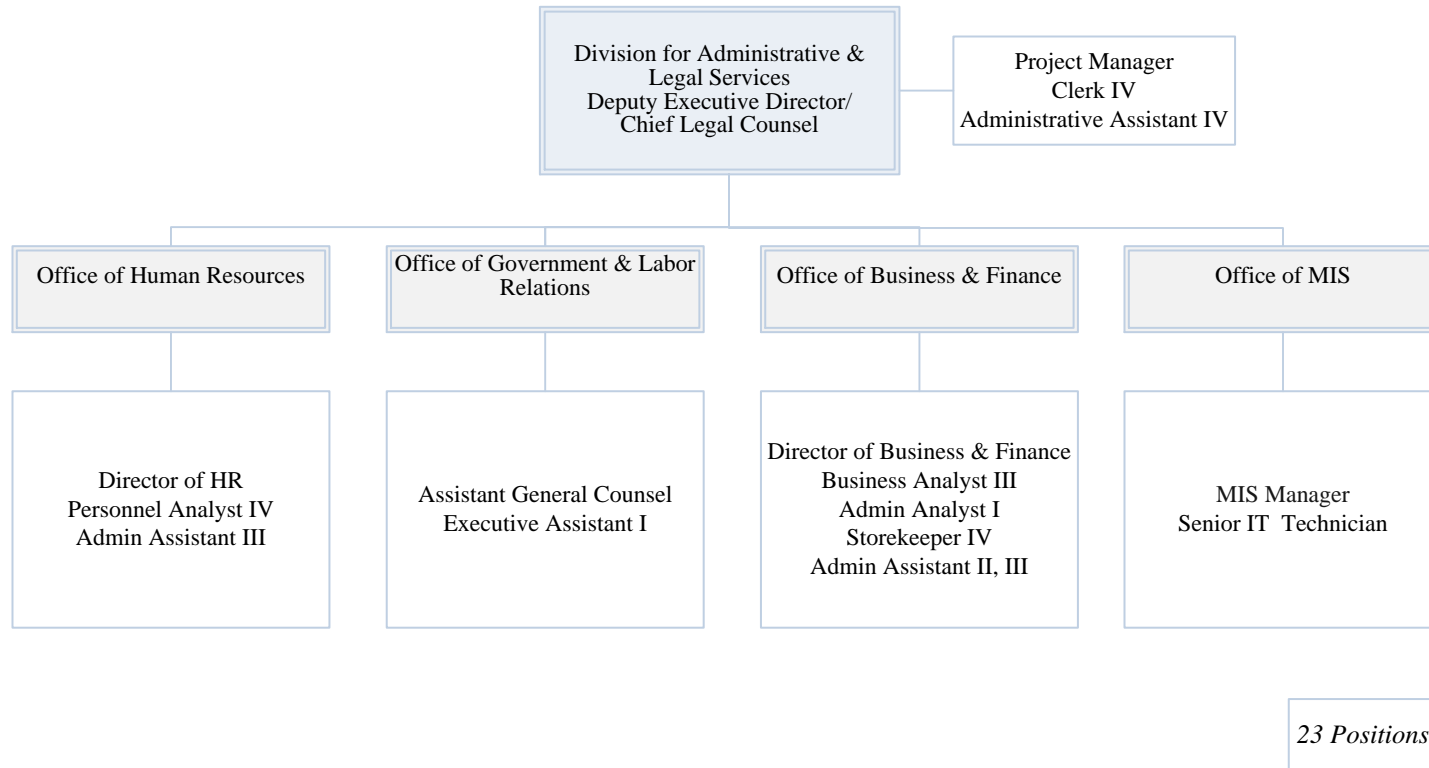


## Sexual Abuse Allegations



## Division of Administrative & Legal Services

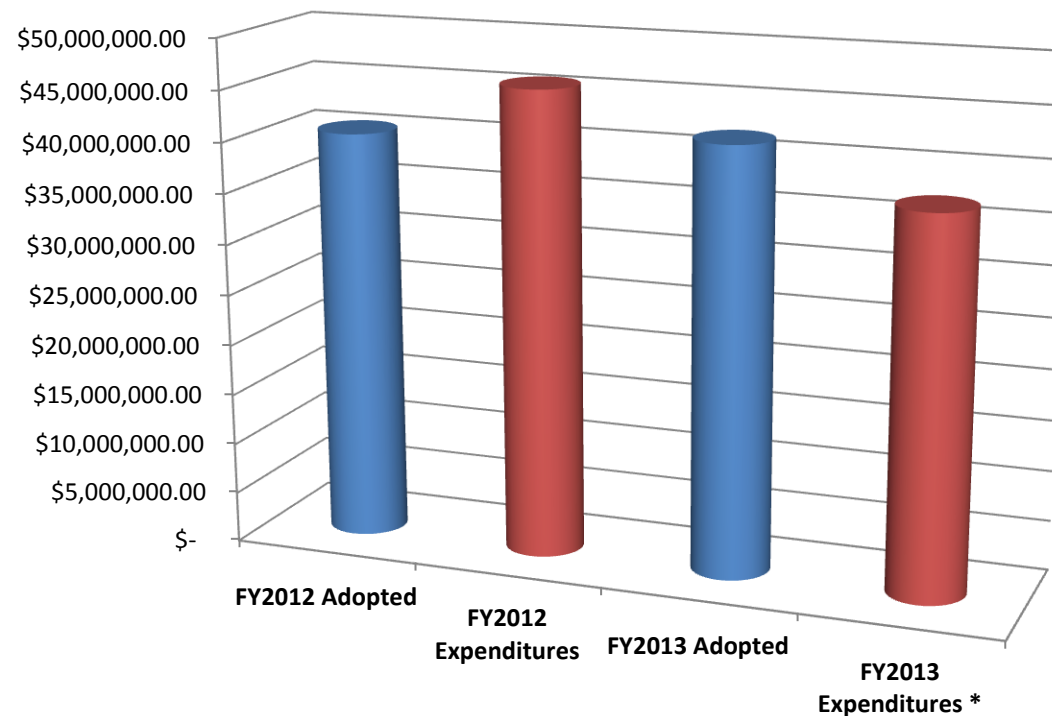
**Mission:** To further the strategic goals and to protect and preserve the legal, ethical and financial integrity and the reputation of The Cook County Juvenile Temporary Detention Center ("JTDC"). This is accomplished by providing strategic legal advice to the JTDC divisions and seeking to ensure that they conduct their activities in accordance with applicable law and accreditation standards and consistently with the mission, vision, and values of the JTDC.



**\*FY 14 Budget Requested FTE 26**

**Office of Business & Finance:** Facilitates the following: 1) Preparation of all fiscal budgets impacting programs and services; 2) Review and analyze all budget expenditures for compliance with the governing authority; 3) Preparation of all invoices and vouchers associated with budgetary business accounts; 4) Serves as liaison to the governing authority on all fiscal matters; 5) Preparation of all essential documents related to bidding and contracting for goods/services; 6) Prepares all essential reports for compliance with the National School Lunch Program and other external funding sources.

## JTDC Adopted Appropriation vs. Expenditures 2012-2013



FY2012 Adopted	FY2012 Expenditures	FY2013 Adopted	FY2013 Expenditures *
\$ 40,462,696.00	\$ 45,873,784.28	\$ 41,928,602.00	\$ 37,094,496.00

\*FY2013 Expenditures are through October 18, 2013

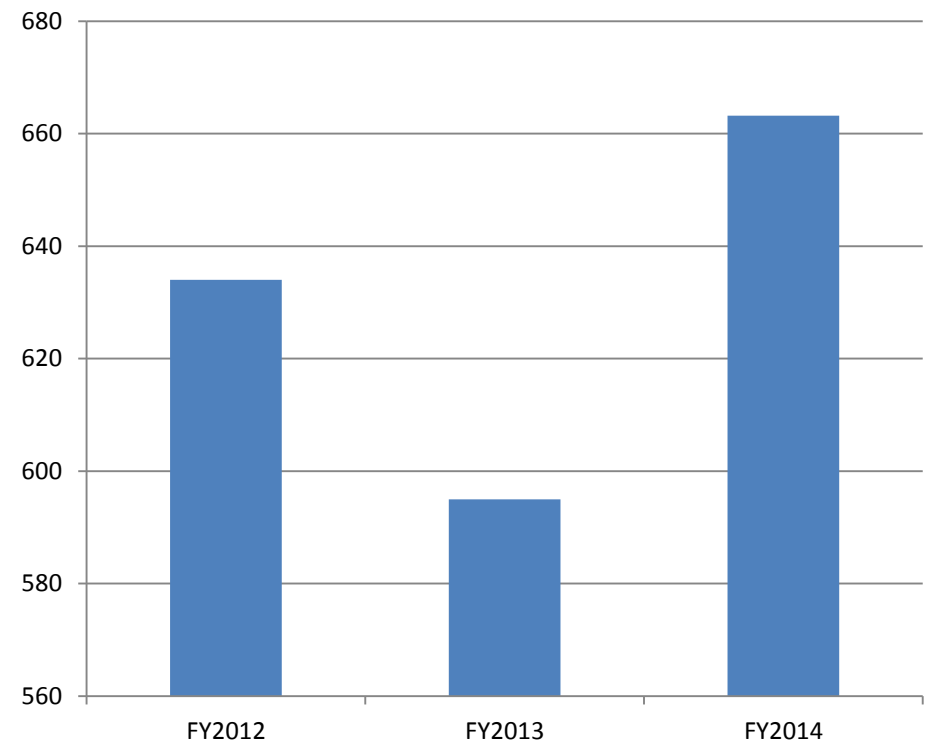
## Human Resources

**Office of Human Resources:** Facilitates the following: 1) Serve as the “keeper of the record” for all human resource activity, including but not limited to, the oversight of all employee personnel records, etc., 2) Oversee, analyze and make recommendations related to job classification and compensation, 3) Develop and implement strategies related to employee performance evaluations, 4) Develop and implement all employee timekeeping and payroll activities, 5) Monitors and makes necessary adjustments of all personnel classifications within business units, 6) Oversees compliance with all personnel regulation (e.g. FMLA, etc.).

Host Site	Month Year	Search Results	Job Clicked Count	Job Applied Count
CareerBuilder	January 2012	358484	32448	3526
	February 2012	277707	26426	3332
	March 2012	229642	25549	4342
	April 2012	274541	28070	4990
	May 2012	221178	25449	3756
	June 2012	244662	21493	3328
	July 2012	305210	28267	4931
	August 2012	228026	17559	2977
	September 2012	231132	18378	2968
	October 2012	189651	15636	2622
	November 2012	168536	14164	2675
	December 2012	378633	18884	3242
	January 2013	445891	32139	5073
	February 2013	215113	22816	2447
	March 2013	252786	23934	3939
	April 2013	199594	16487	2493
	May 2013	133646	15181	2137
	June 2013	142458	19873	3475
	July 2013	136815	22265	4410
Total		4633705	425018	66663

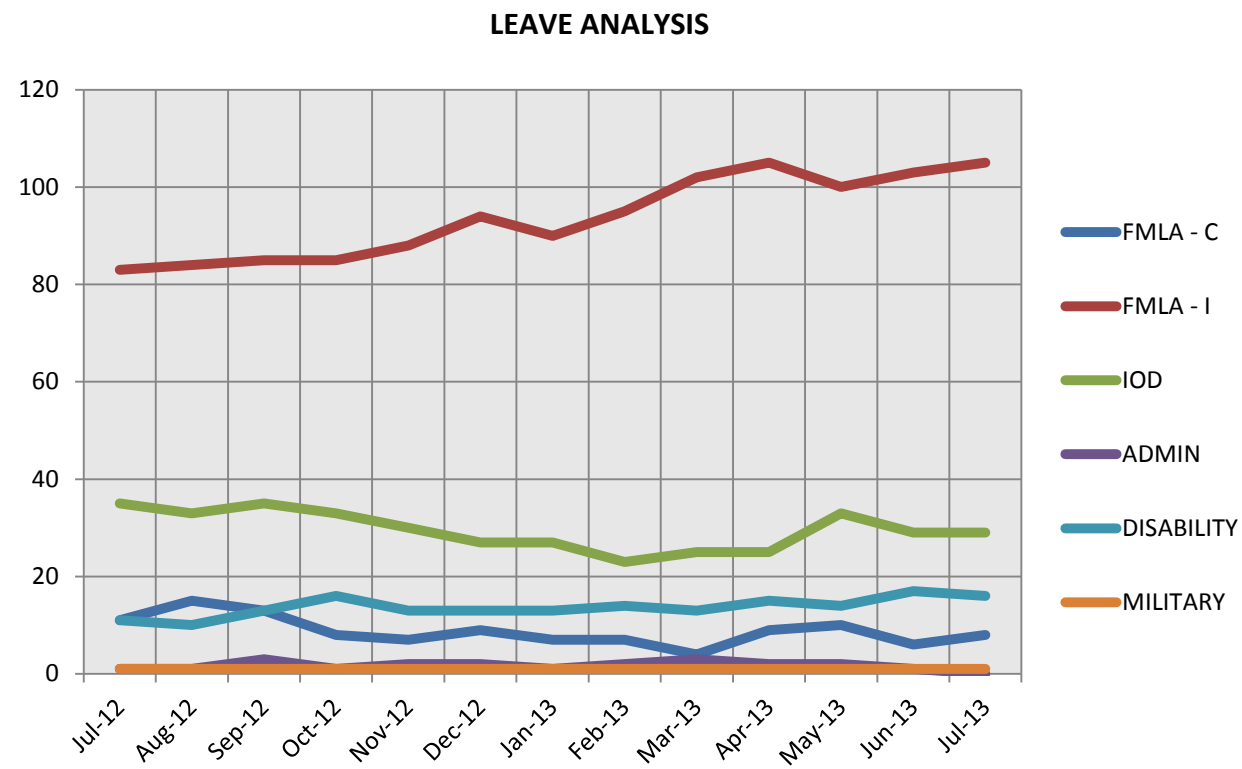
July 2013 had the highest number of applications since January 2013

**JTDC FTE 2012-2014**



Description	FY2012	FY2013	FY2014
JTDC FTEs	634	595	663.2





AGGREGATE LEAVE DATA						
MONTH	FMLA - C	FMLA - I	IOD	ADMIN	DISABILITY	MILITARY
Jul-12	11	83	35	1	11	1
Aug-12	15	84	33	1	10	1
Sep-12	13	85	35	3	13	1
Oct-12	8	85	33	1	16	1
Nov-12	7	88	30	2	13	1
Dec-12	9	94	27	2	13	1
Jan-13	7	90	27	1	13	1
Feb-13	7	95	23	2	14	1
Mar-13	4	102	25	3	13	1
Apr-13	9	105	25	2	15	1
May-13	10	100	33	2	14	1
Jun-13	6	103	29	1	17	1
Jul-13	8	105	29	0	16	1

## Government & Labor Relations

**Office of Government & Labor Relations:** Facilitates the following: 1) Provision of legal services/opinions, 2) Review all federal, state and local laws and ordinances for potential impact on the operation of the JTDC, 3) Review, negotiate and finalize all contracts, 4) Review, for applicability and compliance, and sign off on all operational policy, 5) Participate in, negotiate and interpret all labor negotiations and related contracts, 6) Serve as the conduit for all public and media relations.

### Legal Activity Highlights (2012-September 6, 2013)

#### **Extraordinary Circumstances (non-staff assaults) reviewed and approved:**

- 2012: 131
- 2013: 62

#### **JTDC Policy Review**

- 2012: 68 reviewed and approved
- 2013: 59 reviewed and approved

#### **Grievances**

- 2012:  
1st Step-54, 2nd Step-26, 3rd Step-76
- 2013:  
1st Step -41, 2nd Step - 7, 3rd Step – 37

#### **Arbitrations**

- 2012: 5 completed – 1 just cause; 2 sustained (went to Chancery: both were ordered to return, one of which was settled); 2 settled
- 2013: no new arbitrations (see note below)
- Of note, the Transitional Administrator refused to arbitrate cases, hence the low number of arbitrations scheduled/completed.

#### **U.S. Department of Labor Cases**

- 2012: no new cases
- 2013: no new cases

#### **Illinois Department of Labor Cases**

- 2012: no new cases
- 2013: no new cases

#### **Illinois Department of Human Rights Cases**

- 2012: 4 new cases – 4 dismissed
- 2013: 3 new cases – 3 pending

#### **Illinois Human Rights Commission Cases**

- 2012: no new cases
- 2013: no new cases

#### **Illinois State Cases**

- 2012: 5 new cases – 3 sustained; 1 settled; 1 pending
- 2013: 2 new cases – 2 pending

#### **Illinois Labor Relations Board Cases**

- 2012: no new cases
- 2013: 1 new case – 1 dismissed

#### **Equal Employment Opportunity Commission Cases**

- 2012: 8 new cases – 7 dismissed; 1 pending
- 2013: 4 new cases – 4 dismissed

#### **Federal Cases**

- 2012: 3 new case – 3 pending
- 2013: 1 new case – 1 pending
- **3 cases in discovery phase**

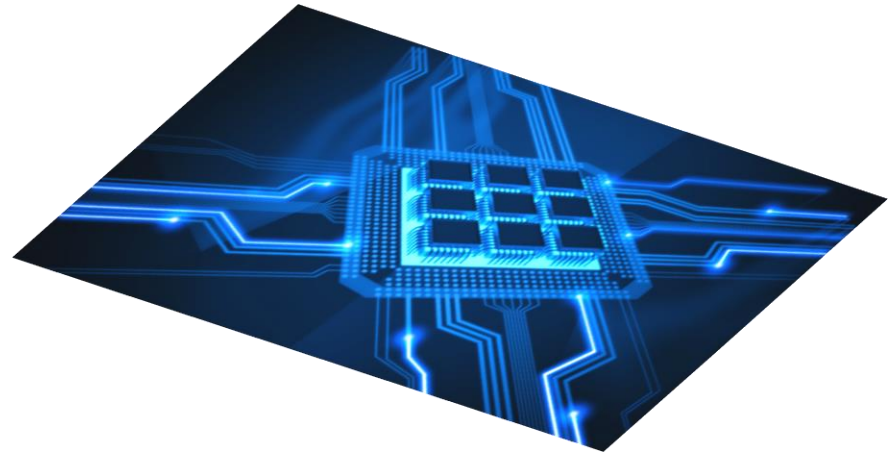
#### **Significant Cases:**

- 1) 7th Circuit Court of Appeals:
  - Doe v. Cook County. 10-2746. Challenges the August 14, 2007 order appointing the Transitional Administrator and the “Staffing Plan.”
- 2) Illinois Labor Relations Board:
  - Perkins v. Office of the Chief Judge/JTDC S-CA-09225. Complainant claimed unfair labor practice, alleging that she was denied overtime because she filed grievances. The Board reversed the Recommended Order issued by the Administrative Law Judge which held that Mr. Dunlap as TA was not a public employer, and remanded the case for hearing

**Office of Management Information Systems:** Facilitates the following: 1) Oversight and recommendations for all technology, computer hardware and programs, 2) Collaborates with the governing authority on all matters related to software programs impacting on the facility operation, 3) Maintains security protocols for all computer utilization, 4) Provides technical assistance in the development of software programs that impact on all managerial programs/services.

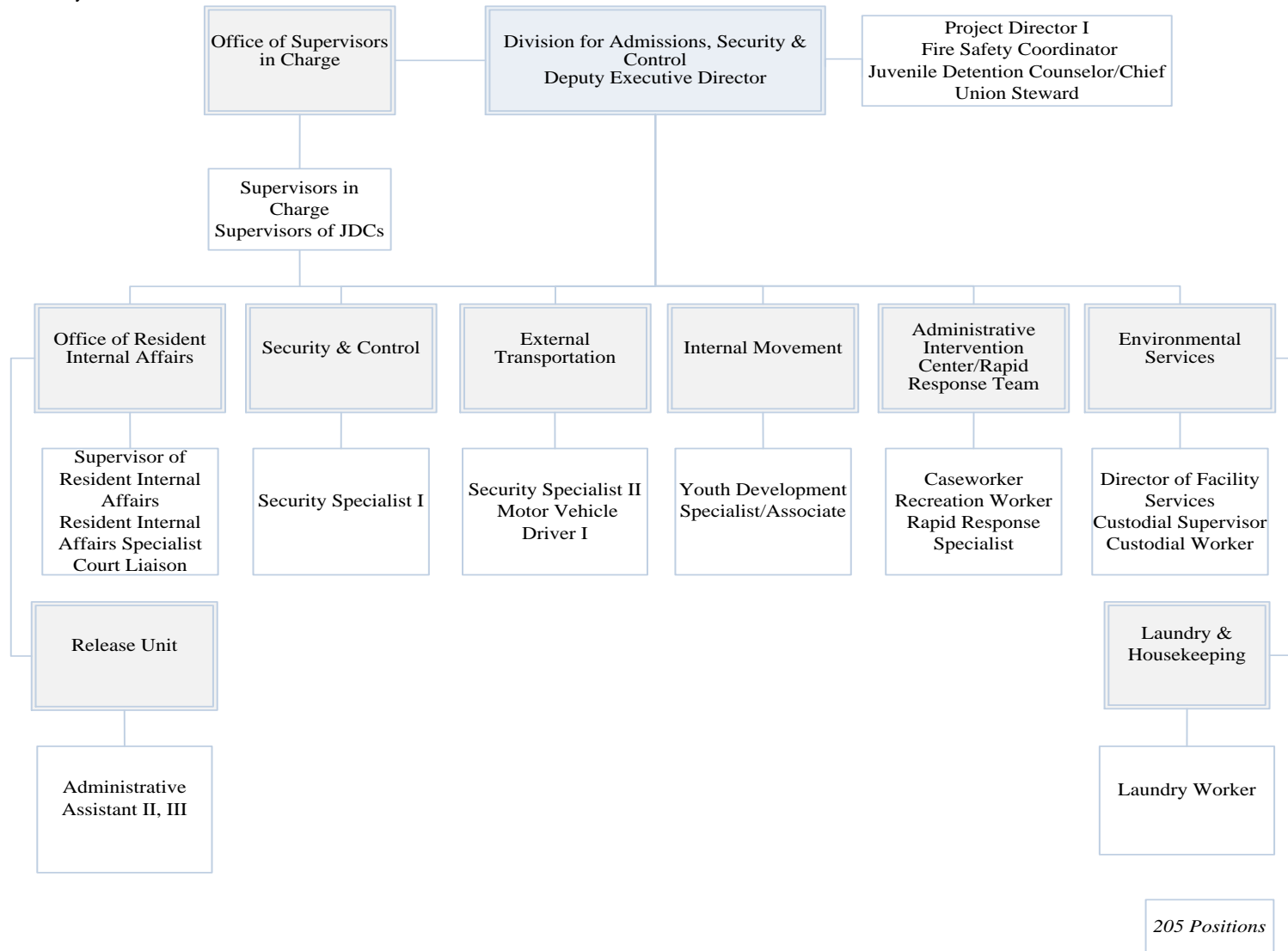
### MIS 2013 Projects

- Windows 7 DSI Project
- Network Scanner Implementation
- Network Account Audit
- Created Network Accounts for all YDS staff (100+)
- Active FMIS ID Directory
- Electronic Key Box Server
- Cook County Office of Technology Helpdesk
- POD Telephone Audit
- Time Clock/EPMWIN System Performance Improvement



## Admissions, Security, and Control

**Mission:** To establish all protocols for the general security of the JTDC and oversee and manage all access and egress functions: processing of all youth to be admitted and released; general safety of residents and staff throughout the facility, transportation of residents within and away from the facility; oversee all custodial and laundry services.



\*FY 14 Budget Requested FTE 226

## Admissions, Security, and Control Cont.

The Deputy Executive Director for Admissions, Security & Control will direct all activities of this Division. The Division is staffed to maintain a required 24 hour, 7 days a week presence and will generally provide the following functions/services:

**Security:** Maintains security of the JTDC and involves time limited direct and continuous supervision of residents. Functions include, but are not limited to, managing the: 1) Security and Control Center; 2) Communication systems; 3) Sally port security; 4) Key Control; 5) Tool Control; 6) Access, egress and supervision of contract providers and deliveries; 7) Movement and coordination of all residents and authorized personnel/civilians throughout the facility.

**Admissions/Release:** Administers the initial processing of all youth ordered to be held in the custody of the JTDC and involves only time limited direct and continuous supervision of that youth. Functions include, but are not limited to: 1) Reviewing all relevant documentation to determine the legitimacy of the admission/release; 2) Conducting initial screening and necessary searches; 3) Collecting records/documents and properly secure all youth personal belongings; 4) Management and oversight of Property Room(s); 5) Efficient transfer of each resident to Screening/Assessment/Orientation Unit for classification.

**Transportation:** Conducts the internal and external movement and control of residents. Functions include, but are not limited to: 1) Safe/secure movement of resident to and from areas outside their daily living Units (e.g. medical, visitation, etc.); 2) Safe/secure movement to and from court proceedings, external medical appointments, appointments and events required and/or lawfully ordered by the Court (e.g. pre-placement interviews, long term residential treatment).

**Rapid Response Team:** Responds to and manages all emergency preparedness activities, which include, but not limited to: riots, hostage situations, emergency medical, fires, power outage, work stoppage, etc. Selected staff in this department will be specifically trained to address any emergency/crisis situation.

**Environmental Services:** Upholds the general upkeep of the JTDC and necessary laundering of resident and facility materials. Functions include, but are not limited to: 1) Custodial and Housekeeping of all assigned areas within the secure perimeter of the JTDC; 2) Managing, scheduling and

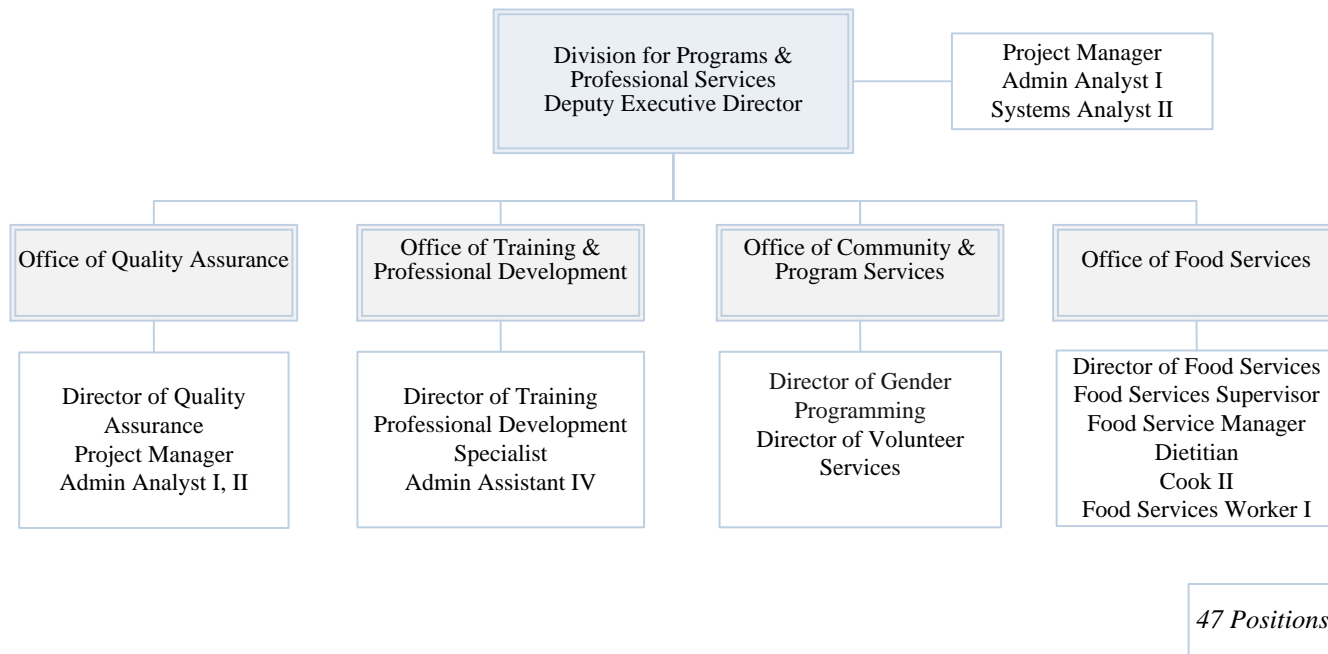
providing all resident laundry services; 3) Interfacing of all activities associated with the work of County Facility Management which includes the preparation of and reviewing/approving all capital construction and equipment activity.

**Administrative Intervention Center:** This center provides direct and continuous supervision to residents that have been charged with staff or resident assaults and/or exhibit extreme behaviors.

**Office of Resident Internal Affairs:** This department facilitates the following: 1) Collection of intelligence and other related information associated with resident gang activity that may impact on the safety of all residents and the operation of the facility, 2) Serves as the facility Administrative Hearing Officer for all resident discipline resulting from “Extraordinary Occurrences” 3) Monitors all resident behavior contracts assigned to any Center, 4) Serves as the liaison with local law enforcement on matters related to new charges brought against JTDC residents.

## Programs & Professional Services

**Mission:** To enhance the overall quality of life at the JTDC for residents and staff through the development of comprehensive policies and procedures that promote nationally recognized standards of practice; monitoring, measuring and evaluating the delivery and effectiveness of programs and services; planning, developing and implementing strategies that promote the professional growth and development (training) of staff; and promoting a transparency within the community through the development and coordination of proactive volunteer networks and gender responsive programs.



**\*FY 14 Budget Requested FTE 50**

## Quality Assurance and Professional Standards

The Department of Quality Assurance and Professional Standards promotes organizational productivity and accountability at JTDC with the use of policies and procedures. The JTDC policy and procedure manual is the foundation of the quality assurance activities. The activities within the department are comprehensive to ensure that regulatory compliance is occurring, best practices are utilized, and quality services are provided.



The activities of the Department of Quality Assurance and Professional Standards entail:

- Developing policies and procedures that thoroughly define the operational practices and programs at the facility;
- Utilizing applicable national standards to develop performance-based indicators that will measure achievement in desired areas of programs and services;
- Evaluating and providing on-going monitoring;
- Documenting and providing detailed reports with summaries; and
- Making recommendations

The Department of Quality Assurance and Professional Standards offers training to all new staff on the policies and procedures of JTDC. All staff are provided with an electronic version of the policy and procedure manual (with updated versions provided when revisions are made).

The policies and procedures of the JTDC are reviewed annually with processes in place to ensure regularly scheduled monthly reviews of all policies and procedures (by Chapter) and on-going monitoring for continuous improvements.

Analysis and evaluation of programs and services are conducted annually. Currently, monthly and quarterly reviews of JTDC practices are conducted with the use of national performance indicators that assist in the evaluation of the health, safety, and well-being of the residents





### The JTDC staff-training program consists of three major components.

The ***first component*** is the Self-Study Guide, an overview of core detention concepts that the new employee will complete with a mentor. The Self Study Guide constitutes 24 hours of pre-service orientation focusing on JTDC employee issues and procedures.

This pre-service training is an 80-hour training curriculum, consisting of 40 hours of Detention Basic training that parallels the Administrative Office of the Illinois Courts detention basic training. This core curriculum training is based on modules from the *National Juvenile Detention Association's Detention Care worker Curriculum*. The training includes: Physical Restraint Training (PRT) –developed by the national “Handle with Care” program; CPR training and First Aid from the Red Cross; mental health training; basic medical training; and 40 hours of Cognitive Behavior Training, which focuses on the JTDC’s resident behavior modification models.

New employees who provide direct care to residents will also receive *On the Job Training* (OJT) or job shadowing experience. The OJT manual outlines training experiences and links with JTDC corresponding policy and procedures.

The ***second component*** is advanced 40 hour training for Team Leaders and Assistant Team Leaders. This Leadership training includes: security procedures, the use of physical and mechanical restraints, and how to conduct contraband searches.

The ***third component*** is the annual mandated in-service training.

Each center has a specific training day in which employees attend a minimum of 40 hours of training in Physical Restraint Techniques, CPR, suicide behavior/observation, and report writing skills.

Professional and office staff receives training by taking courses offered by Cook County or through professional conferences, webinars and other educational opportunities.

Training for **523 staff** from December 2012-September 13, 2013=**25,458 hours and 30 minutes**



## Volunteer Services

Volunteer Services is designed to be a dynamic, ever-changing process that is based upon the intentional formation of ***center-school-community partnerships***. The program continuously pursues community assistance in the JTDC's efforts to provide leadership, structured care, and supervision to youth through the use of a balanced approach of creative programs and services.

Through the volunteers' coordinated activities, our youth establish and maintain a deeper appreciation to the communities interacting with the JTDC. We have tremendous gratitude for volunteers who touch the lives of our residents by offering programs that inform, educate, enlighten, inspire, and promote optimism.

Programs and classes conducted for residents have included: **Money Management, Self Esteem, Chess, Law Related Education, Expressive Arts (dance and yoga), Bill Glass Ministries, Faith-based activities, Concerts, Academic Mentoring, Creative Writing, and Goal Setting/Decision-making.**

### 2012 Volunteer Hours

9,425

Monetary Value

\$218,565.75



### 2013 Volunteer Hours

5,353

Monetary Value

\$124,136.07

*(January 2013-July 2013)*

## Gender Responsive Services

This office facilitates the community interface, coordination, development and implementation of gender responsive and culturally relevant programming for all residents of the JTDC. Gender Responsive Services also addresses changing trends and ensuring the utilization of best practices.

Past Events/Programming include:

- Anti-Cruelty Society
- Writer's Theatre – *MLK Project: The Fight for Civil Rights*
- Northwestern Center for Wrongful Convictions – *Know Your Rights*
- Chicago Alliance Against Sexual Exploitation

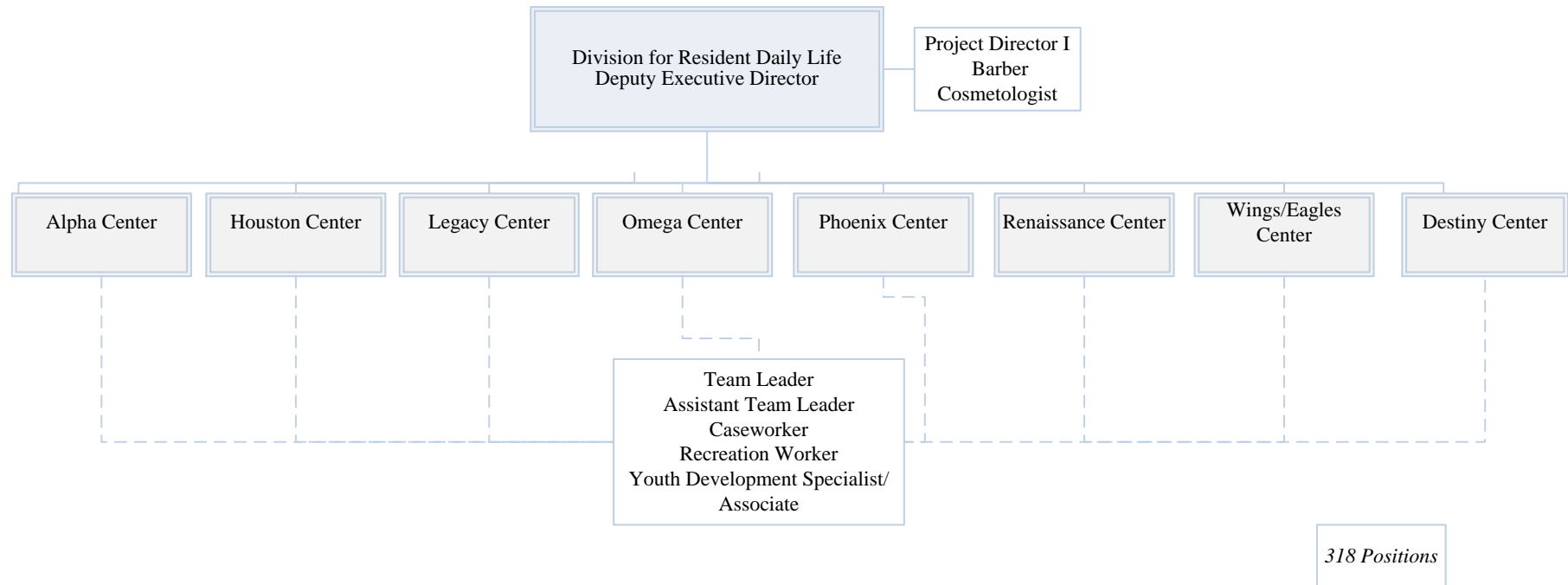


## Office of Food Services

The Food Services Department plans, prepares, and serves nutritious meals/snacks that comply with National School Breakfast/Lunch requirements and nationally recognized minimum standards of practice; promotes health and wellness; and effectively integrates healthy eating practices into the resident daily program.

## Resident Daily Life (RDL)

**Mission:** To manage and implement a resident daily life program that incorporates all state regulatory requirements, nationally recognized minimum standards of practice and evidenced based best practice that embraces and promotes a safe, secure and helpful environment.



**\*FY 14 Budget Requested FTE 358**

*The Division of Resident Daily Life is the heart and flagship of the JTDC. Every child that we have come in contact with, we imprint on their lives.*



The configuration of eight (8) operating Centers within the Division for Resident Daily Life emphasizes the significance of moving away from operating a 498 facility and embracing the operational concept of eight (8) independent “Centers within a Center.” Each Center has a dedicated staffing pattern that promotes teamwork and consistency of services to residents. Each Center is led by a Team Leader and Assistant Team Leader, with all assigned staff scheduled to work only in their designated Center. In addition, Center staff all work a “rotational” schedule that allows them to receive one (1) weekend off a month and ensures they receive eight (8) hours of training per month as a part of their normal work schedule.

## Resident Daily Life CBT and Token Economy

The behavior management program at the Cook County Juvenile Temporary Detention Center is predicated upon cognitive behavioral and behavior modification interventions. Our goal is to assist young men and women make changes in their thinking and behavior, which will result in behaviors that are positive and goal directed.

Our system is focused on ***discipline*** rather than punishment. Discipline refers to using a system that teaches new behaviors through self-control and self-management of one's own behavior. Using cognitive behavior and behavior modification interventions, we focus on:

- Generating and strengthening appropriate behaviors
- Weakening or eliminating inappropriate behaviors
- Generating self-control
- Safeguarding human rights within the institutional setting
- Developing pro-social attitudes and values
- Providing residents with the tools that will enable success within society

### Cognitive Behavior Training (CBT) Principles

◇*Optimism*

◇*Belief in Change*

◇*Process*

◇*Sacredness of Personhood*

◇*Caring*

◇*How You Think Is How You Behave*

### Groups incorporating CBT include:

Rational Behavior Training  
Social Skills Training  
Anger Management  
Addiction  
Girls Growth Group  
Relationship Group  
Restorative Justice  
Moral Decision Making  
Teen Issues  
Forgiveness and Healing  
Risk Management

Juvenile recidivism is a topic that has been continuously the center of debates between youth detention centers, correction facilities, court personnel, probation officers, practitioners, researchers, schools, and community stakeholders. While the definition may vary amongst the aforementioned systems, recidivism is generally defined as re-arrest, re-conviction, re-incarceration, or a combination of these. At the JTDC, we would like to decrease the recidivism of youth reentering our center. We are committed to providing youth with programming that will promote prosocial behaviors and good decision-making skills to achieve long lasting results. However, this endeavor cannot be done alone. It is through actively engaging and partnering with families that we work diligently to decrease the amount of re-admissions of youth entering the JTDC. Though this does not address juvenile recidivism as a whole, we see it as our contribution to a multi-layered issue requiring the persistent efforts of all systems involved.

In doing so, Resident Daily Life successfully launched its first annual ***New Genesis Family Retreat***. The retreat followed the ‘35 Days of Peace’ initiative in which residents maintained positive behavior and no rule violations during the allotted time period. During the New Genesis Family Retreat, residents were able to participate with up to three family members in dialogues and information sessions related to legal, spiritual, and community resources. Residents and their families also participated in programming such as ‘Becoming A Man’ and ‘For The Love Of Mom’, as well as participated in family group activities such as bingo, chess, and cards. Many of the activities promoted communication and served as outlets for the beginning of a healing process for the participating families.

### ***Remarks from residents...***

***“I’m on level three now because of the retreat. My people never came to visit me and now they come every week.”*** (Resident who had never previously earned past level one)

***“... It was my dad's girlfriend who didn't want me in his life. After the retreat, we are all giving each other second chances.”***

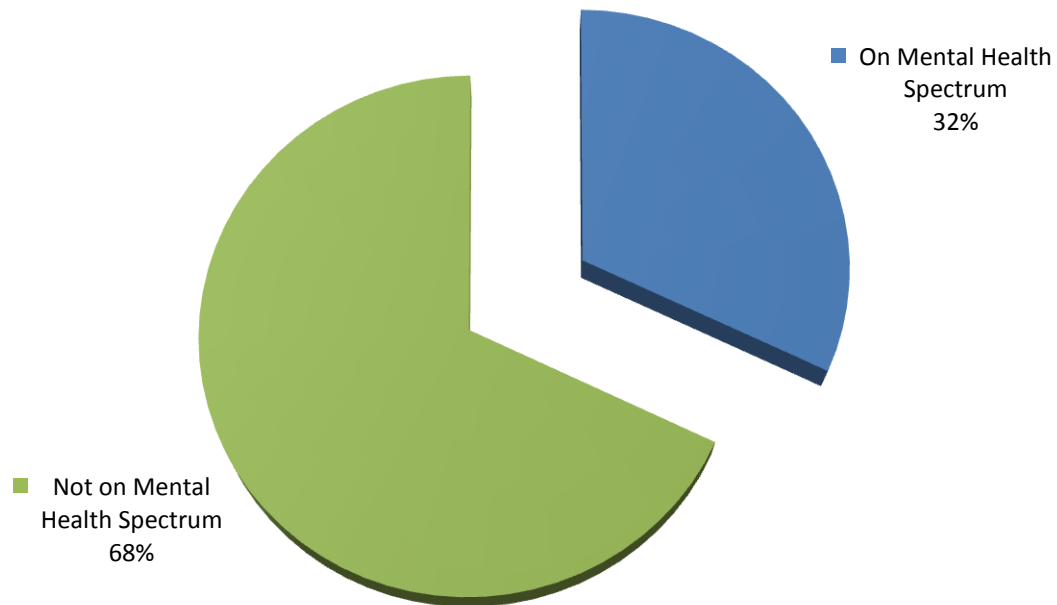
***"The retreat gave me renewed hope."***  
(Model resident who had anxiety about sentencing)

## Isaac Ray Center Mental Health Statistics

On average, 32% of the JTDC's population is on the Mental Health roster. Averaging approximately 84 residents on the active list at any one time, 34% of those on the roster are on medication.

### Average Residents on Mental Health Spectrum

January 2013- August 2013



**Suicidal Behaviors** are comprised of 3 major categories: suicidal ideation, suicidal gestures, and suicidal attempts.

### ***Self-harm/Suicide Ideation\****

Occurs when a resident reports feeling suicidal and does not engage in any behaviors beyond verbalizing the desire for self-harm. Such verbalizations include stating: “I want to die”, “I’m going to kill myself”, “I wish I was dead”, etc.

### ***Self-harm/Suicide Gestures\*\****

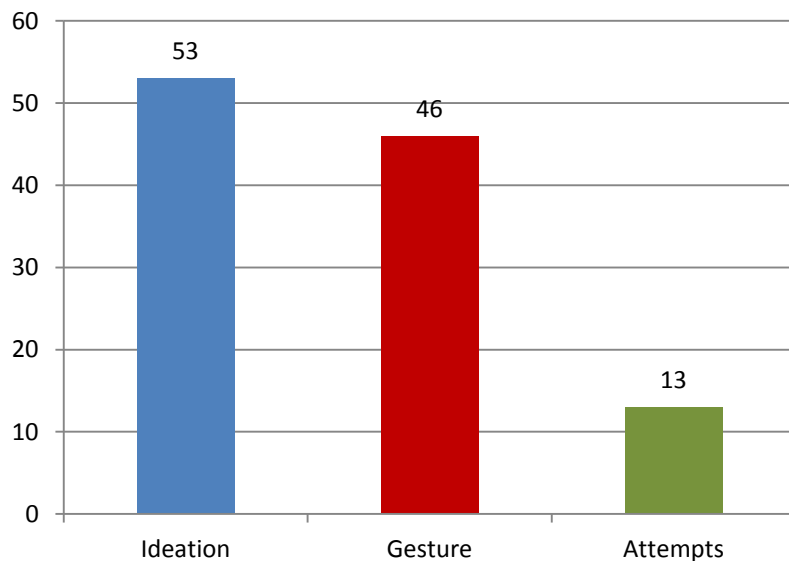
Occurs when a resident both verbal expresses the desire for self-harm and engages in associated nonlethal behaviors. Such behaviors may include: loosely tying string around neck and calling staff’s attention to such, writing a suicide note with no other self-harm behavior exhibited, repeatedly banging head on toilet or wall with no associated bruising/marks, superficial scratching requiring no medical attention, etc.

### ***Self-harm/Suicide Attempts\*\*\****

Occurs when a resident expresses the desire for self-harm and engages in a behavioral action which may result in serious injury or lethality. Such behaviors may include: tight ligatures, climbing in ceiling, tying nooses, scratching, cutting, or banging head to such a degree that medical attention is required.

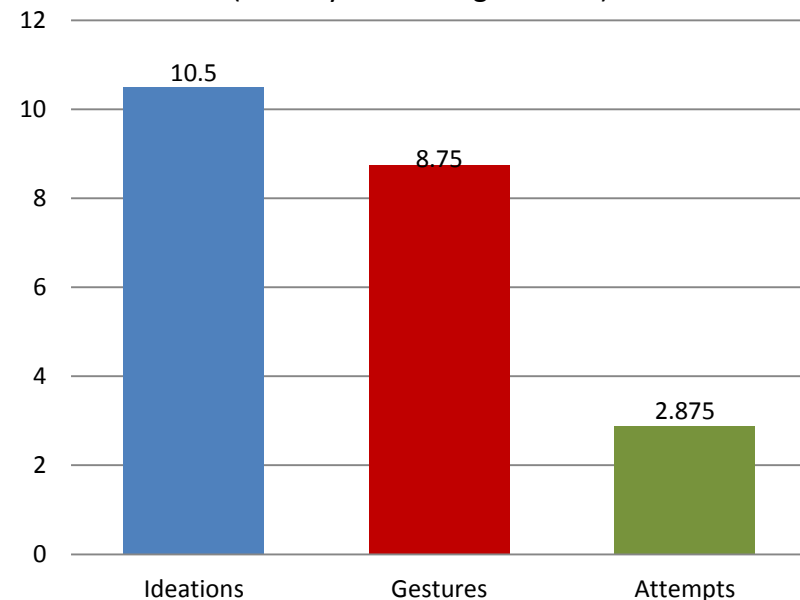
## **Suicidal Behavior/Incidents**

(January 2013 - June 2013)



## **Monthly Average of Suicidal Behaviors**

(January 2013 - August 2013)





**Mission:** To provide high quality instructional and social service programming to meet the diverse educational and social/emotional needs of court detained youth who are enrolled for varying periods of time. Ideally, the skills and dispositions learned at our school will enhance the students' chances for success when they return to their schools and communities. We commit to a comprehensive interagency system of support to assure this outcome.

SY 12 Data	
Number of Enrollments at NBJ	2662
Number of Individual Students	1784
% of Students Attending a CPS School Prior to Enrollment at NBJ	75%
% of Students Attending a CPS School After Exiting NBJ	57.1%
Average Length of Stay	32.9 days

*The school program design unites detention education and detention programming into a true collaboration by incorporating best practices currently utilized in the field. It combines the learning theory and design of David Kolb and Madeline Hunter with the research-based "Safe School", "schools within a school" concept, and the cognitive behavioral approach to changing delinquent behavior.*



## 2014 Major Goals

The **JTDC TEAM** will continue the work to improve its programs and services for residents in order to ensure a safe and secure environment.

- 1) The OTA is preparing for an orderly transfer of leadership to Office of the Chief Judge (OCJ) of the Cook County Circuit Court.
- 2) Complete resident room ceiling tile project to enhance safety of staff and residents.
- 3) Install the integrated surveillance video camera security and guard tour system throughout the facility to improve safety and security.
- 4) Cermak will implement Electronic Resident Medical Records system to increase efficiency and service to residents.
- 5) Continue to seek external funding to support programing and services for residents, which will improve academic, social and behavior competencies.
- 6) Continue to improve quality assurance program at JTDC.
- 7) Negotiate Collective Bargaining Agreements.
- 8) Obtain an applicant tracking database and manage the recruiting and onboarding process internally.
- 9) Implement new National School Breakfast/Lunch Program dietary guidelines.
- 10) Implement a quality classification system for the Alpha (SACO) Center.
- 11) Continue to build positive morale through our bi-weekly Staff Advisory Committee meetings.
- 12) Create a process with an accompanying database that will allow gang members to be quickly identified upon entry to the facility and assist in the development of gang intervention programming.
- 13) Strengthen the JTDC working relationship with CPD's Gang Fusion Center and Cook County Jail's Criminal Intelligence Unit in order to track gang activity prior to reception and after release from the facility.
- 14) Implement new HRIS system.
- 15) Transition FMLA to 3<sup>rd</sup> Party Administrator as determined by Cook County.
- 16) Transition from CareerBuilder to Taleo's cloud-based system for in house recruiting and hiring of top talent.
- 17) Develop and implement Management Training Program.
- 18) Develop a program focused on building parent-child interaction and relationships; utilizing media resources to model positive parent-child interactions and provide opportunities for the resident/ parent to practice what was learned during visits at the facility.
- 19) Expand the Karma Garden program.
- 20) Obtain GED program and offer college courses to residents.

The functional capacity at the JTDC is 382 residents. The estimated impact of raise the age legislation exceeds the functional capacity. The TA shares the President's perspective on alternatives to detention, particularly when over 40% of the residents are housed at the JTDC for 7 days or less. The OTA is planning for the "raise the age" population by establishing a work group to determine housing, programming, education, etc. for this new population. Below is an article from the Civic Federation on the "Raise the Age" legislation published on July 29, 2013. (<http://www.civicfed.org>)

## **Impact of "Raise the Age" Legislation on Cook County's Juvenile Temporary Detention Center**

As explained in a previous [1]Civic Federation blog, in Cook County's FY2014 Preliminary Budget Estimates report, released on June 27, 2013, the County projects an initial budget deficit of \$152.1 million for FY2014. The deficit primarily reflects increased personnel and employee health benefit costs, increased supply and vendor costs in the Cook County Health and Hospitals System, and reduced revenues due to the repeal of the 2008 sales tax increase and diversion of property tax revenue to pay for election-year expenses. The projected FY2014 deficit also reflects \$12.0 million in costs associated with "Raise the Age" legislation (Public Act 98-0061). This blog describes the "Raise the Age" legislation and its impact on the County in further detail.

Public Act 98-0061, previously known as House Bill 2404, will require 17-year-olds charged with felony offenses to be housed in the Cook County Juvenile Temporary Detention Center (JTDC). Currently, detained persons ages 17 and older are housed at the County jail. The new requirement goes into effect on January 1, 2014.

The County reports that the cost of housing one person in the County jail is \$143 per day. This is significantly less than the cost of housing one juvenile in the JTDC, which is approximately \$600 per day. It is more expensive to house a juvenile in the JTDC because juveniles are entitled to additional services, including education. The \$12.0 million anticipated rise in expenses will increase the JTDC's budget from \$41.9 million in FY2013 to \$53.7 million in FY2014. [1]

According to Cook County estimates, when the new law goes into effect in January 2014, the population at the JTDC is expected to rise from 296 in December 2013 to 358. The population is then projected to steadily increase to a high of 421 in July 2014 before dropping and fluctuating slightly over the following months.

[2]

Despite the increased costs to the County and the challenges related to reaching maximum occupancy at the JTDC, Cook County Board President Preckwinkle has expressed support [3] for the "Raise the Age" legislation. To address the added costs and population growth, the County is exploring alternatives to detention at the Center and contracting with other juvenile detention facilities to house detained County juveniles. [4]

[1] Cook County Preliminary Budget Estimates FY2014, June 27, 2013, page 9.

[2] Information provided by the Cook County Department of Budget and Management Services, July 25, 2013.

[3] Information provided by the Cook County Department of Budget and Management Services, June 26, 2013.

[4] Information provided by the Cook County Department of Budget and Management Services, July 25, 2013.